

Editorial

A recent article in the German magazine *Der Spiegel* (22 January 2002) reported on a research study which highlighted an increasing deficit in Germany in research into the former GDR, in spite of the continuing impact of the legacy of the former system. This issue of JEEMS is very much concerned with evaluating and moving on from past experience in the former socialist economies, with a particular focus on organisations.

Geppert's article examines the process of organisational learning in East German enterprises, exploring in particular the relationship between key actors and institutional constraints. His article makes a contribution not only to our understanding of organisational learning but also evidences the benefits of the so-called enactment perspective.

Pivka and Ursic's article investigates, using a survey approach, the impact of the implementation of ISO 9001 on Slovenian companies. The article is of particular interest because certification, of which ISO is the primary example, has been undertaken by numerous companies in CEE and other former command economies. The authors indicate the difficulty of identifying direct benefits of certification. They also argue that certification in itself will not necessarily lead to improved performance and that consequently certification needs to be integrated with other organisational activities.

The three contributions by Tragsdorf, Freygang and Schulze, and Wagner respectively are timely in view of the recent article in *Der Spiegel*. All three contributions relate to the issues of organisation, that is, the organisation and application of company resources to achieve specified goals and targets, improve efficiency and performance, etc. Tragsdorf gives a detailed review of the scope and development of such organisational activity in the former GDR, with its pervasive tension between centralisation and decentralisation. In their contribution Freygang and Schulze discuss organisational activities in a regional electricity supplier. A major change in these activities has been caused by the emergence of energy markets and the need for organisational development to meet this challenge. This increasingly strategic role of organisational activities is also reflected in Wagner's contribution which traces the evolution of organisational activities from the former system to the present day.

Additionally, this issue includes Dobák and Balaton's interview with James G. March and a call for papers for the VI Chemnitz East Forum to be held in March 2003. The title of this Forum is "The End of Transformation?". Irrespective of whether our personal answer to this question is yes or no (or a combination of the two), ignoring the significance of transformation and the system from which it arose would be both a disservice to the pursuit of human knowledge and a barrier to understanding the present situation in the countries of Central and Eastern Europe and beyond.

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